

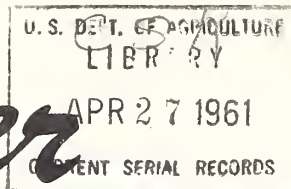
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Newsletter



GRADUATE SCHOOL ★ USDA

April 8, 1960

To the Faculty, Committee Members and
others associated with the Graduate School:

APRIL CALENDAR

- 5 Faculty luncheon 12 noon 6962 South Agriculture
Speaker - Kenneth Mulligan, Civil Service Commission
"Training Career Executives"
- Jump-McKillop Lectures in Public Administration
2:45 p.m. Thomas Jefferson Auditorium
- 6 "Influence of Economic Trends on Administration"
Karl Brandt, President's Council of Economic Advisers
- 13 "Influence of Scientific and Technological Trends on Administration"
Charles J. Kidd, Chief, Office of Program Planning
National Institutes of Health
- 19 "Promoting Administrative Vitality"
Marshall Dimock, Professor of Government
New York University
-

We were able to recognize some of our favorite figures in public life in the characterization of a public executive given by Dean Harlan Cleveland of Syracuse University at the opening lecture in the current Jump-McKillop series.

Dr. Cleveland says every large-scale executive needs to have a feel for the public interest whether he happens to work in the government or outside it. All large organizations are in some sense public.

And so the executive is marked not by his affiliation with government necessarily but by his attitudes--his understanding of the tension system of which he is a part; his consciousness of a responsibility

to the public interest; and his unwarranted optimism about the future.

The executive's most difficult task is to maintain enough fruitful friction among members of an organization so that all possible points of view are weighed before important decisions are made. His job is not to make peace inside his organization but to maximize the constructive wars.

Dr. Cleveland uses the four basic wants of modern man as his guide in making moral and political judgments about public affairs:

"First, a sense of welfare, a minimum standard of living which the society will collectively guarantee to every individual member;

"Second, a sense of equity--the feeling that you are being treated justly as measured against the treatment awarded to other people in comparable situations;

"Third, a sense of achievement--the feeling that you are getting somewhere, that the group of which you are a part is making progress in some generally accepted situation and direction;

"Fourth, a sense of participation in deciding what those goals will be."

Discussing the role of optimism as a quality in the public executive, Dr. Cleveland said, "The half-life of terror is much too short to provide a basis for major programs in public and international affairs. What moves people to action is a vision of how things might be improved."

"To have an adequate ration of unwarranted optimism in our public affairs, we will have to make sure that the most promising people in every specialized field get a chance to practice the art of administration, to develop a feel for the public interest, and to learn the dangers of gloomy forecasting based on 100 per cent certainty about one particular trend and ignorance of countervailing trends in others' specialties."

* * *

"Every generation is entitled to its own revolution." The quotation is from Thomas Jefferson. We heard it in the lecture Congressman Byron L. Johnson gave in the Jump-McKillop series when he talked of the influences of social trends on administration.

Congressman Johnson touched briefly on the great revolutions of our day, those brought by science and technology and those brought by international tensions, and of the revolution of rising expectation now sweeping the world.

One of our great difficulties in meeting change, he said, is the notion that public administration is something eternal and self-contained... something logically coherent and internally consistent and unchanging...added to but somehow never subtracted from.

He explained that this concept has risen because public administration is rooted in the law. Along with this, there is a perfectly human notion of habit and custom that old ways are best.

"Government must offer a certain creative response to a changing society. Public administration is the art of translating law and social purpose into organization and into operation.

"The challenges which face us even when met do not disappear because new challenges rise to take their place. Hence, the need is for constantly and continuously adapting to a changing world."

Congressman Johnson, whose experience in government goes back to the early days of the Bureau of the Budget in the Roosevelt Administration, says each of us "must ask ourselves what it is we are required to do not merely by law but by circumstances. What is it that we ought to be doing to promote the general welfare?"

* * *

"How am I doing?" would be a good title for the two-day meeting to be held by the men taking part in our first executive development program, April 25 and 26. Edmund Fulker has arranged for each to report on projects and progress in self-development plans and for the group as a whole to evaluate the program and offer suggestions for its improvement. This is Phase Three of a program that began with a one-day meeting last October and two weeks of intensive work at Williamsburg beginning the Sunday after Thanksgiving.

* * *

A statistical picture of Graduate School enrollment in after-hours courses shows that our department of Languages and Literature still draws the most people (787), biological sciences the fewest (8). Two other departments that showed up well in enrollments this spring are technology (638) and mathematics and statistics (539). Enrollment at NIH (270) is the highest for any spring semester since we began the program there in 1954.

* * *

A note to all instructors. Please clear any changes in your schedule with Mrs. Carlock, our administrative officer. She will make arrangements for another classroom if, for some reason, your class does not meet on the evening it is scheduled. We do not have the authority to use rooms other than those for which Mrs. Carlock has arranged.

* * *

How events in Government shape Graduate School programs was made clear recently when we met with a group of officials from several departments and the D. C. government.

Among ideas suggested by these officials were: training for people in regulatory and appeals functions in government, help for Federal executives in dealing with ethical, moral, and other complex philosophical problems, and much more emphasis on management training and executive development.

The consensus was that most government officers have stumbled into the field of training and have learned by doing. Training is vitally needed for training officers in the light of the new training act.

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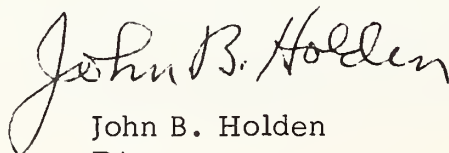
Those of you who attended our workshop on how we learn in January will recall the discussion of motivating students in which we heard about the difficulties and also received some good suggestions.

George Stevens has summarized the suggestions for improving motivation as follows: (1) improve course description; (2) outline the course at the first meeting; (3) make opportunities to meet the students out of class; (4) keep the class at a size that permits you to know your students; (5) give frequent tests to determine student performance; and (6) let the class know about your enthusiasm for the course you are teaching.

Before we duplicate Mr. Stevens' report on the workshop, we would like to know something about the demand. Will you please let us know if you would like a copy of this report?

* * *

Sincerely,

A handwritten signature in cursive script that reads "John B. Holden". The signature is written in dark ink and is positioned above the printed name and title.

John B. Holden
Director